



County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE

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DAVID E. JANSSEN
Chief Administrative Officer

November 28, 2005

To: Supervisor Gloria Molina, Chair
Supervisor Yvonne B. Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: David E. Janssen
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

**DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT JORGE OROZCO
TO THE POSITION OF ASSOCIATE HOSPITAL ADMINISTRATOR II AT RANCHO
LOS AMIGOS NATIONAL REHABILITATION CENTER**

Consistent with the County's policy on management appointments, the Department of Health Services (DHS) requests authority to promote Jorge Orozco to the position of Associate Hospital Administrator II at Rancho Los Amigos National Rehabilitation Center (RLA) at an annual salary of \$123,499.00 (\$10,291.58 per month), placing him within the fourth quartile of the Salary Range, R-12, for this position. The requested salary represents a 10 percent increase from his current annual salary of \$112,272.00. This item is vacant and funded within the Department's 2005-06 Final Budget.

When appointed to this position, Mr. Orozco will function as the Chief Operations Officer (COO) at RLA, with responsibility for directing the day-to-day operations of the hospital and management of the hospital in the absence of the Chief Executive Officer (CEO). His responsibilities will include administrative management of ancillary and allied health services, including areas such as facilities management, housekeeping, radiology, laboratory services, and rehabilitation therapy, overseeing approximately 455 staff. Mr. Orozco will also be responsible for ensuring ongoing compliance with all regulatory, licensing and accreditation standards, including coordination and management of all survey preparation.

The Department indicates that Mr. Orozco is highly qualified for this position with 16 years of experience at RLA. For the past four years Mr. Orozco has held the position of Chief of Rehabilitation Therapy with responsibility for directing the operations of five hospital departments and managing over 150 employees. Since December,

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2003 he has assisted the CEO in performing some of the duties of the COO and been involved in all hospital-wide executive initiatives, including strategic planning, budget development, outcomes management and managing the hospital in the CEO's absence, giving him "hands on" experience at directing hospital operations. He also took the lead in developing a system for ongoing monitoring of hospital performance, including workload, finance and clinical outcomes measures, and was lead executive in developing the facility's annual strategic plan. Mr. Orozco also serves as Administrator-on-Duty (AOD), providing on-call direction to hospital staff during non-business hours and was the lead in preparation for the Commission on Accreditation of Rehabilitation Facilities (CARF) survey, which is equivalent to Joint Commission on Accreditation of Healthcare Organizations (JCAHO).

Based on the information provided by the Department related to Mr. Orozco's experience and qualifications, we concur with the Department's request to appoint him to the position of Associate Hospital Administrator II, with a promotional increase of 10 percent.

In accordance with the policy on managerial appointments, unless otherwise instructed by your offices by December 9, 2005, we will notify the Department that they are authorized to proceed with the appointment effective December 12, 2005.

If you have any questions or concerns regarding this appointment, please call me or your staff may contact Richard Martinez of this office at (213) 974-1758.

DEJ:SS
JJ:bjs

Attachment

c: Executive Officer, Board of Supervisors
Director of Health Services
Director of Personnel

MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Jorge Orozco

Employee No.:

(Check one) NEW HIRE: ☐ PROMOTION: ☒

FACILITY/PROGRAM **Rancho Los Amigos National Rehab Center**

Provide organization chart & highlight the position – Attach electronic copy of organization chart

SEE ATTACHMENT

Describe where the position fits into the management organizational structure:

This position reports directly to the Chief Executive Officer (Hospital Administrator II) of Rancho Los Amigos.

Describe the duties and responsibilities which reflect the scope and complexity of the position:

The Associate Hospital Administrator II functions as the Chief Operations Officer (COO) of the medical center. The COO is responsible for directing the day-to-day operations of the hospital and for running the hospital in the absence of the CEO. The COO has responsibility for executive management of all of the hospital support, ancillary and allied health services, including facilities management, materials management, housekeeping, radiology, laboratory, pharmacy, physician support, laundry, dietary, rehabilitation therapy, social work and ambulatory care business operations (approximately 455 FTE's). The position is also responsible for ensuring ongoing compliance with all regulatory, licensing and accreditation standards, including responsibility for the coordination and management of all survey preparation activities. The COO assists the CEO in developing, implementing and monitoring the annual facility budget, strategic plan and performance indicators.

Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

Mr. Orozco has a Master's Degree in Health Management and four years experience as the Chief of Rehabilitation Therapy at Rancho. In this role he has been responsible for directing the operations of five major hospital departments and managing over 150 employees, including physical therapists, occupational therapists, speech pathologists, recreation therapists and social workers. The position of Chief of Rehabilitation Therapy in a rehabilitation hospital is organizationally equivalent to the Chief Nursing and Chief Medical Officers, reporting directly to the CEO and involved in all hospital-wide executive initiatives, including strategic planning, budget development, outcomes management, hospital performance improvement and regulatory/accreditation compliance monitoring.

Since December, 2003, Mr. Orozco has been assisting the CEO with COO duties, including running the hospital in her absence, which provided hands on experience at directing hospital operations. During this period, Mr. Orozco took the lead in developing a system for ongoing monitoring of hospital performance, including workload, finance and clinical outcomes measures, and was lead executive in developing the facility's annual strategic plan. Mr. Orozco also serves as Administrator-on-Duty (AOD), providing on-call direction to hospital staff during non-business hours. In 2004, Mr. Orozco was the lead executive in preparation for the triennial CARF survey, which is equivalent to JCAHO for rehabilitation hospitals. In addition, Mr. Orozco's experience as a clinical leader makes him an ideal candidate for the position at Rancho, consistent with other rehabilitation facilities throughout the industry where operational leaders generally have a clinical background. Mr. Orozco's familiarity with Rancho and County operations, as well as his proven ability as an executive leader, also makes him an ideal candidate for the position.

Provide the candidate's résumé or curriculum vitae – Attach electronic copy

SEE ATTACHMENT

Identify highest paid subordinate reporting to this position

Name: **Brian Joyo**

Employee #:

Title: **Pharmacy Chief III**

Base/Calculated Monthly Salary: \$ **9,999**

Base/Calculated Annual Salary: \$ **119,988** Salary Schedule/Range: **107A**

Identify management position above the position requested

Name: **Valerie Orange**

Employee #:

Title: **Hospital Administrator II**

Base/Calculated Monthly Salary: \$ **11,083**

Base/Calculated Annual Salary: \$ **133,003** Salary Schedule/Range: **15**

HUMAN RESOURCES

Certify that the position is vacant and budgeted – *Attach Item Control*

YES ☒ NO ☐

Verify current salary of the individual for whom the request is being submitted.

CURRENT BASE SALARY: Month: \$9,356.00

Annual: \$112,272.00

Salary Schedule: 106G, Step 05

NEW HIRE: Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

PROMOTION: Designate the proposed salary and percentage increase over current salary.

PERCENTAGE INCREASE: 10%

PROPOSED SALARY: Monthly: \$10,291.58

Annually: \$123,499.00

Range, Quartile: R12 – 4th Q

Provide listing of all internal equivalent positions within facility/program – *Attach electronic copy*

SEE ATTACHMENT

Verify that candidate is listed on the appropriate Certification List and is reachable – *Attach electronic copy*

YES ☒ NO ☐

Jorge Ramon Orozco

EMPLOYMENT

ACTING ASSOCIATE HOSPITAL ADMINISTRATOR
Rancho Los Amigos National Rehabilitation Center

December 2004- Present
Downey, California

Responsible for assisting in planning, coordinating and overseeing hospital operations. Functions as the acting CEO when CEO is absent, developed organizational performance metrics through "Executive Dashboard", co-lead in hospital strategic planning, lead role in accreditation preparation, assist CEO with Rancho settlement discussion preparations, facilitated the redesign of referral and admissions process, coordinated organizational efforts to enhance the number and utilization of contracts for rehabilitation services.

CHIEF REHABILITATION THERAPY DIVISION
Rancho Los Amigos National Rehabilitation Center

April 2001 – Present
Downey, California

Executive level position (reports to CEO) responsible for providing administrative direction to large specialized clinical and support departments (Social Work, Occupational Therapy, Recreation Therapy, Physical Therapy and Speech Pathology, Audiology), and developing/controlling annual budgets for the Rehabilitation Therapy Division (consisting of over 200 employees with an annual budget of \$7.3 million). Serves on Executive Council and Rehab Council to address clinical and operational issues with hospital-wide implications. Coordinates the operation of services with other divisions of the Department of Health Services, other County departments, and outside agencies. Directs the Rehabilitation Therapy Division Chiefs to ensure quality services, efficient resource utilization and regulatory compliance. Develops and implements policy changes and performance improvement initiatives related to the delivery of specialized rehabilitation services and support functions.

DIRECTOR, PHYSICAL THERAPY DEPARTMENT
Rancho Los Amigos National Rehabilitation Center

September 1996 – Present
Downey, California

Responsible for clinical and administrative direction of the Physical Therapy Department (70 employees with an annual budget of \$2.8 million) and associated training and research activities. Responsible for human resources, performance improvement initiatives, regulatory compliance, and clinical effectiveness/efficiency for physical therapy services to a large population of inpatient and outpatients with severe physical disabilities.

CLINICAL MANAGER, PHYSICAL THERAPY
Rancho Los Amigos National Rehabilitation Center

September 1993 - October 1996
Downey, California

Responsible for management of physical therapy services on the Adult Brain Injury, Neurology, and Stroke units. Directs subordinate supervisors and therapy staff in daily operations and clinical initiatives that ensure efficient and clinically effective services.

(See Curriculum Vitae for additional employment history)

EDUCATION

CERTIFICATE, ADVANCED LEADERSHIP FOR HEALTH CARE EXECUTIVES
Harvard School of Public Health, Boston MA

October 2004

MASTER'S OF SCIENCE, HEALTH CARE MANAGEMENT
College of Business and Economics, California State University, Los Angeles

June 2003

BACHELOR OF SCIENCE, PHYSICAL THERAPY
University of California at San Francisco

October 1988

BACHELOR OF ARTS, BIOLOGY
University of California at Santa Cruz

June 1987

Los Angeles County Department of Health Services
RANCHO LOS AMIGOS NATIONAL REHABILITATION CENTER

***PROPOSED ORG CHART UPON
APPOINTMENT OF COO**

